

# A Toolkit to Promote Nurse Resiliency and Retention

September 21, 2022 from 2:00 - 3:00 PM EST

September 22, 2022 from 8:30 - 9:30 AM EST



**NATIONAL  
NURSE-LED CARE  
CONSORTIUM**  
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**PENNSYLVANIA  
ACTION  
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A healthy PA through nursing

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# **WELCOME FROM THE PA ACTION COALITION (PA-AC)**

Jenny (Horn) Gimbel, MBA

Director, PA-AC

## WHO IS THE PA ACTION COALITION?

- 2011 IOM (now NAM) Report *The Future of Nursing: Leading Change, Advancing Health*
- Future of Nursing: Campaign for Action
  - Partnership of the RWJF, AARP, AARP Foundation to implement recommendations
  - State-wide Action Coalitions formed in all 51 states and D.C.
- PA Action Coalition
  - Established to guide the implementation of the IOM report recommendations in PA

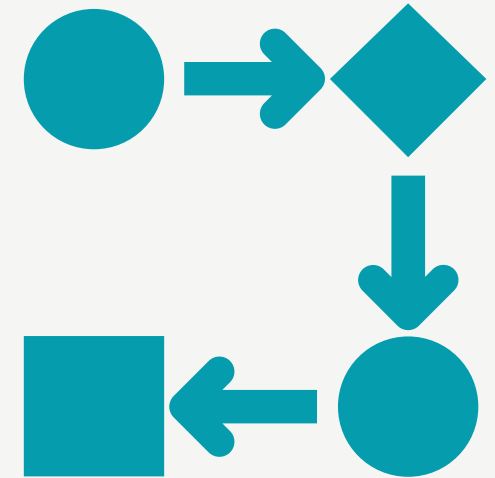


# **HOW DID WE GET HERE? THE PROCESS AND THE END PRODUCT**

Amy H. Ricords, MEd, BSN, RN, NPD-BC,  
Director of Professional Nursing  
Advancement, PA-AC

## WHAT MOTIVATED THIS TASKFORCE?

- We were all dealing with the same issues.
- Using the limited resources available to develop similar ideas.
- The “typical” strategies employed to share best practices were not traditional.
- Time was at all all-time scarcity. Every day counted.



# HOW DID WE GET HERE? THE PROCESS



RALLY THE  
INTERESTED



AGREE TO THE GOALS



DEFINE THE SBAR

# HOW DID WE GET HERE? THE PRODUCT

A toolkit of best practices to address retention, stress, and resiliency.

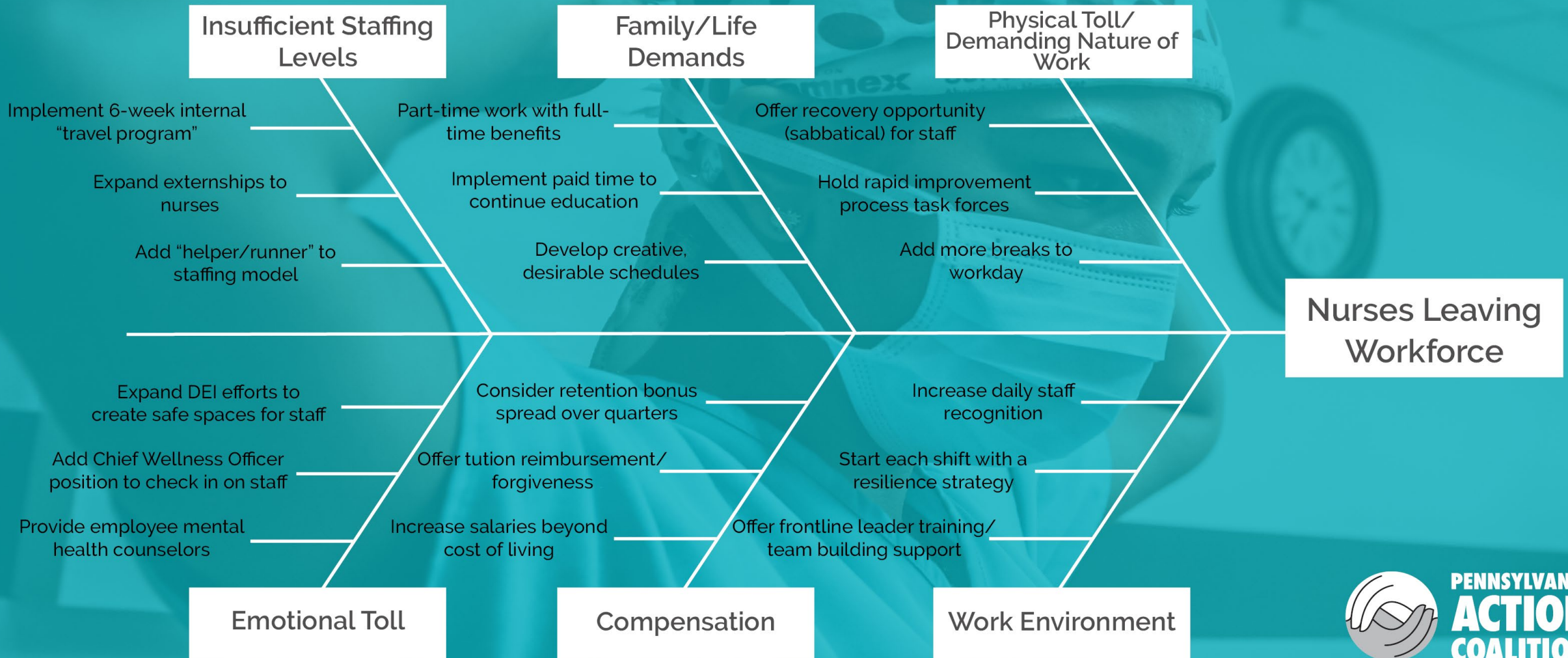
- Addresses the majority of the issues highlighted by the pandemic but wildly present before COVID

Links and references that internal Quality of Work Life teams can use as a launching point for their internal work.

- Realize one size does not fit all but eliminating months of research may help



# Strategies to Increase Nursing Workforce Retention



# SLEEP

## The Fifth Vital Sign



**Jacqueline Dunbar-Jacob, PHD, RN, FAAN,  
Dean and Distinguished Service Professor of Nursing  
University of Pittsburgh School of Nursing**

# LEARNING OUTCOMES

**At the end of this brief webinar, the attendee will be able to identify short and long term consequences of work-related sleep disruptions and the essential ingredients in managing these disruptions.**

# NURSING: THE CHALLENGE OF SLEEPING

- You are an 'owl' but you need to be at work by 7:00am
- You are a 'lark' but you need to be at work at 7:00pm
- You work steady nights
- You work nights and your roommate-partner works days
- You rotate shifts
- You sleep off schedule on your days off
- You may be getting short sleep, disrupted sleep, or circadian disruption

# CIRCUMSTANTIAL SLEEP PROBLEMS

- **Short sleep: sleeping fewer than 6 hours per night/day**
- **Circadian rhythm sleep disorder: work schedule conflicts with natural sleep cycle**
- **Segmented sleep: waking during the night/day for periods of time**



# CONSEQUENCES OF A 'BAD NIGHT'

- 17-19 hours without sleep impacts performance similar to a 0.05% blood alcohol; 24 hours is equivalent to a 0.10% blood alcohol
- Drowsiness
- 6,000 car crashes per year due to slower reaction time after a night with sleep deprivation
- Slowed thinking
- Irritability
- Lack of energy

(Sleep Foundation, 2022, <https://www.sleepfoundation.org/sleep-deprivation>)



# COGNITIVE IMPACT OF SLEEP DEPRIVATION

- **Reduced sustained attention (Suminska et al, 2020), particularly visual attention (Vlasak et al, 2021) which can lead to missing changes in patient condition**
- **Decline in working memory (Esmaily et al, 2022)**
- **Decline in procedural memory (Newbury et al, 2021)**
- **Decreased memory for new learning (Newbury et al, 2021)**
- **Reduced visual-motor performance (Chellappa, et al, 2019)**
- **Two fold increase in mild cognitive impairment after 11 years (Gan et al, 2022)**

# BEHAVIORAL/MENTAL HEALTH CONSEQUENCES OF SLEEP DEPRIVATION

- Emotional instability
- Reduced inhibition
- Aggressive behaviors
- Impulsivity
- Increased negative mood states & decreased positive mood states
- Decreased adaptive emotion regulation (greater as age increased)

(Liew & Aung, 2021; Tomaso et al, 2020)



# MEDICAL CONSEQUENCES OF LONG TERM SLEEP DEPRIVATION

- **Disorder of the autonomic nervous system**
  - Higher night time blood pressure
  - Heart arrhythmias
- **Lipid and glucose metabolism disruption**
  - Glucose intolerance
  - Insulin insensitivity and resistance
  - Increase in ghrelin and suppression of leptin
- **Disregulation of immune responses**
- **Dysfunctional glymphatic pathway – inadequate clearance of waste**
- **Elevated cortisol**

# ROTATING NIGHT SHIFT WORK AND CHRONIC DISEASE

- **“Persistent night shift work that results in circadian disruption can cause human cancer” (National Toxicology Program, 2021)**
- **Type 2 diabetes – glucose regulation and insulin insensitivity & resistance**
- **Heart Disease -**
- **Stroke**
- **Obesity**
- **Metabolic disorders**
- **Reproductive problems**
- **Digestive problems**
- **Psychological problems**
- **Injuries, crashes, accidents**
- **Sleep deprivation (56%) (Johnson et al, 2014) and sleep quality (62%) (Haung et al, 2021)**

# HIGH RISK FOR CANCER ON NIGHT SHIFT

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**10 or more years of night shift**

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**3 or more nights per week**

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**3 or more hours (12am-5am)**

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**Beginning night shift before age 30yr**



# IMPACT ON PATIENT CARE

- Missed changes in patient condition
  - Patient harm twice as likely during night shift
  - 57% of errors were due to lack of intervention (Zhong, 2018)
- Reasoning
- Task performance
- Incorporation of new learning
- Interpretation of visual information
- Reaction time

# COPING STRATEGIES-NIGHT SHIFT



## Forward Rotation Of Shifts

(Muzio et al, 2021)



## Evening Sleep Schedule

(Cheng et al, 2022)



## Napping Early in the Night Shift

(Dutheil, 2021)

# SLEEP HYGIENE

**Prioritize sleep**

**Limit naps, if  
nap, nap  
before night  
work**

**If possible  
have a regular  
schedule**

**Have a  
consistent  
bedtime  
routine**

**Stay away from  
bright lights**

**Unplug  
electronics**

**Relaxation  
strategy**

**Don't smoke**

**Cut down on  
caffeine near  
bedtime**

**Don't eat a  
heavy meal  
before sleeping**

**Cool bedroom  
(65°F degrees)**

**Heavy curtains  
or eye mask**

**Ear plugs or  
white noise**

**Melatonin  
(Xie et al, 2017)**

**Moderate-high  
intensity  
exercise  
(Sauvet, et al, 2017)**

## MAKE A PLAN TODAY

- Design a schedule and routine – and keep it
- Make your sleep area sleep friendly
- Develop an eating schedule that supports sleep
- Today's sleep affect tomorrow's performance
- The accumulation of poor sleep affects tomorrow's health



# REFERENCES

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# Going Home Checklist

**Geisinger**

Lindsey Ford DNP, RN, NPD-BC  
Director of Nursing Professional  
Development & Magnet

## Psychological Safety

- Psychological Safety is... the belief that you won't be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.
- System Initiative
- System Nurse Council

# Going home checklist

Take a moment to think about today.

- ✓ Note one difficult thing about your workday and let it go.
- ✓ Consider three things that went well today.
- ✓ Check on your colleagues before you leave. Are they OK?
- ✓ Are you OK? Your senior team is here to support you.
- ✓ Now switch your attention to home – rest and recharge.

Geisinger



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# Staffing Shortages and Retention in Challenging Environments

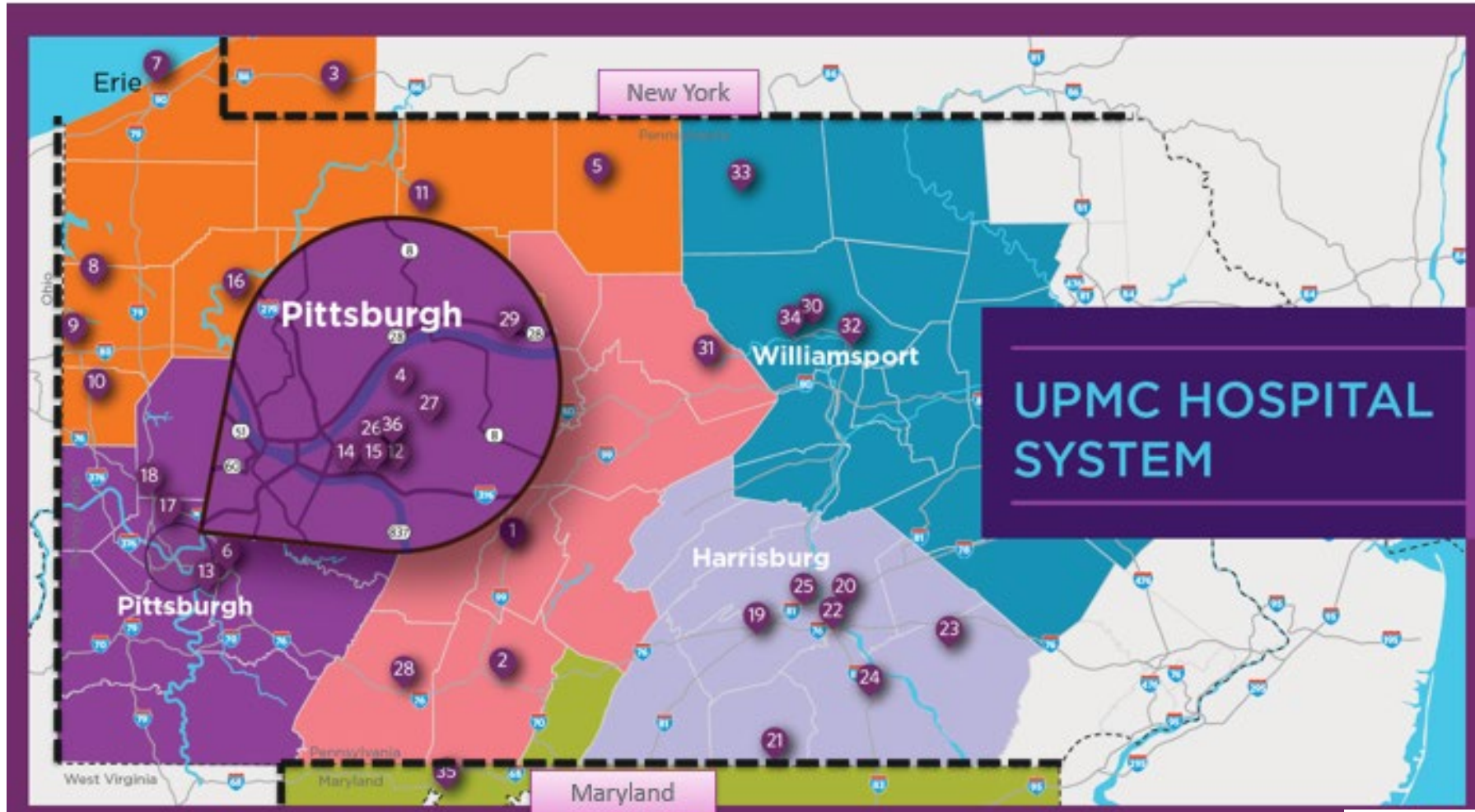
**Ashley Iannazzo, DNP, RN, CNL**  
PA-AC Toolkit Webinar  
September 2022



# Learning Objectives

- Understand how UPMC re-recruits nurses who have left UPMC for travel opportunities.
- Demonstrate how UPMC Travel Staffing revitalizes and retains current internal nurses who have desires for travel and learning opportunities within UPMC.
- Learn how UPMC moves nurses and surgical technologists in rotational assignments through 40 different facilities.

# UPMC at a Glance



# The Great Resignation 2020-2021: The Perfect Storm



US economy has been slow to recover from COVID-19.



Student nurse pipelines decreased over last 2+ years.



Hospital applicant volume in 2021 was down and job openings across all industries were up 17.9% prior to COVID-19.



External agency RN bill rates had tripled, and demand outweighing supply.



RN turnover since 2020 and 2021 increased by over 40%.



Across all specialties, UPMC was hiring 600-700 new employees per week but making no impact due to turnover.



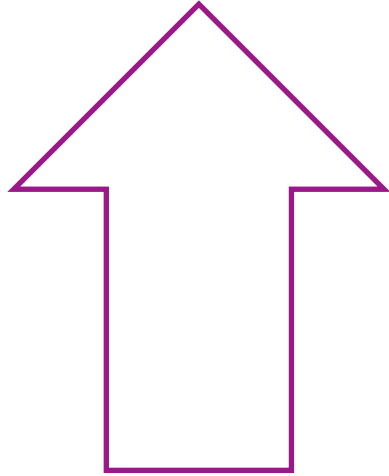
Applicant volume was down but starting to trend back up.



Competitors reacted with unreasonable and financially unsustainable strategies.

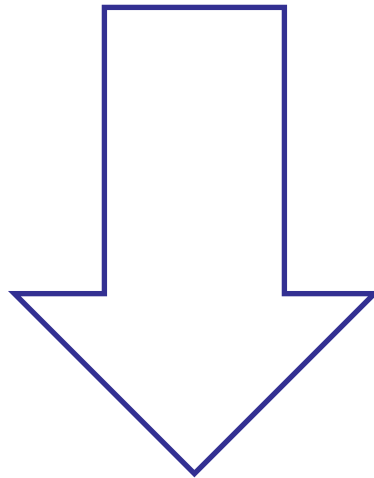


# Think Big, Be Bold



## What is working well?

- UPMC brand and reputation
- UPMC hospital growth and expansion
- Market knowledge- mobility of nurses during pandemic was driven by money

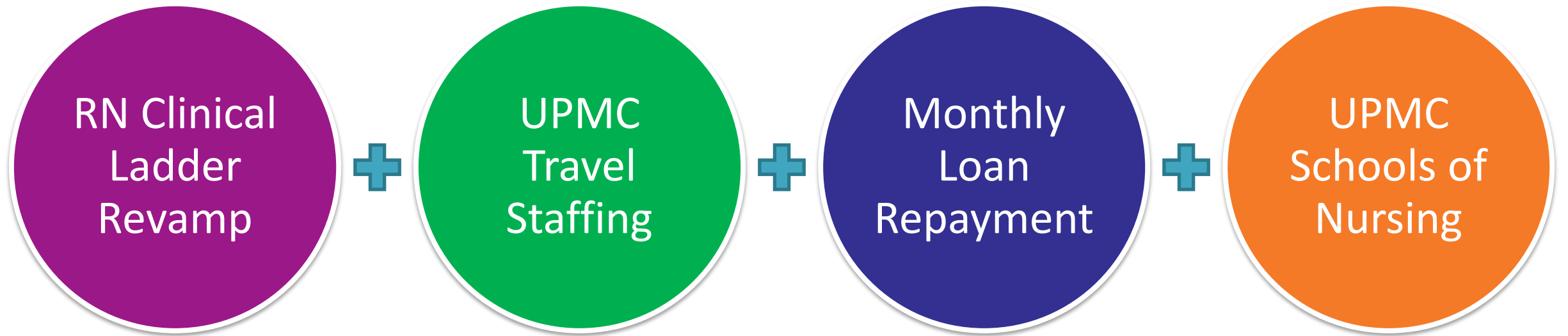


## Systems/Process to improve?

- Stop turnover
- Reduce external agency premium labor costs
- Build our pipeline



# Being Intentional: UPMC's Quick to Market Strategies in 2022



# The Why Behind UPMC Travel Staffing

## External Factors

Eliminate overhead costs for external agency.

Reduce premium cost of external agency.

Create long term strategy to eliminate external agency and temporary labor.

Address changing dynamics in healthcare workforce that sets us apart from regional competition.

## Internal Factors

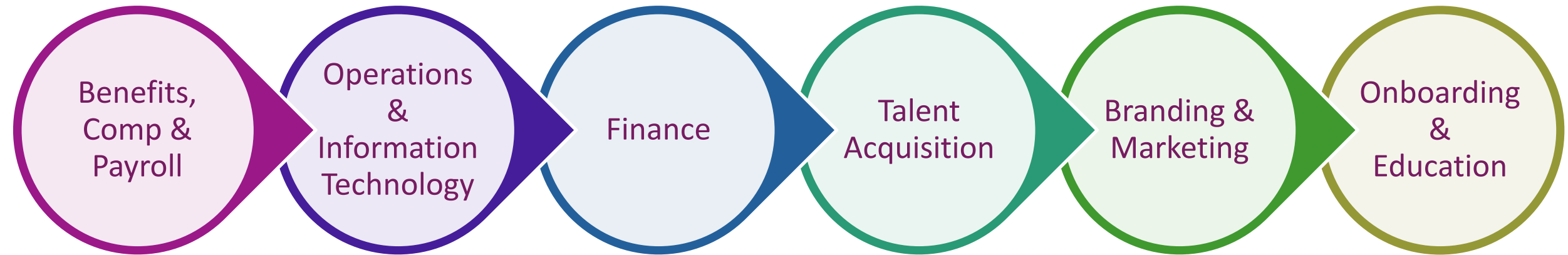
Mitigate turnover of internal staff to external agency.

Respond to planned and unplanned staffing needs with more flexible work force.

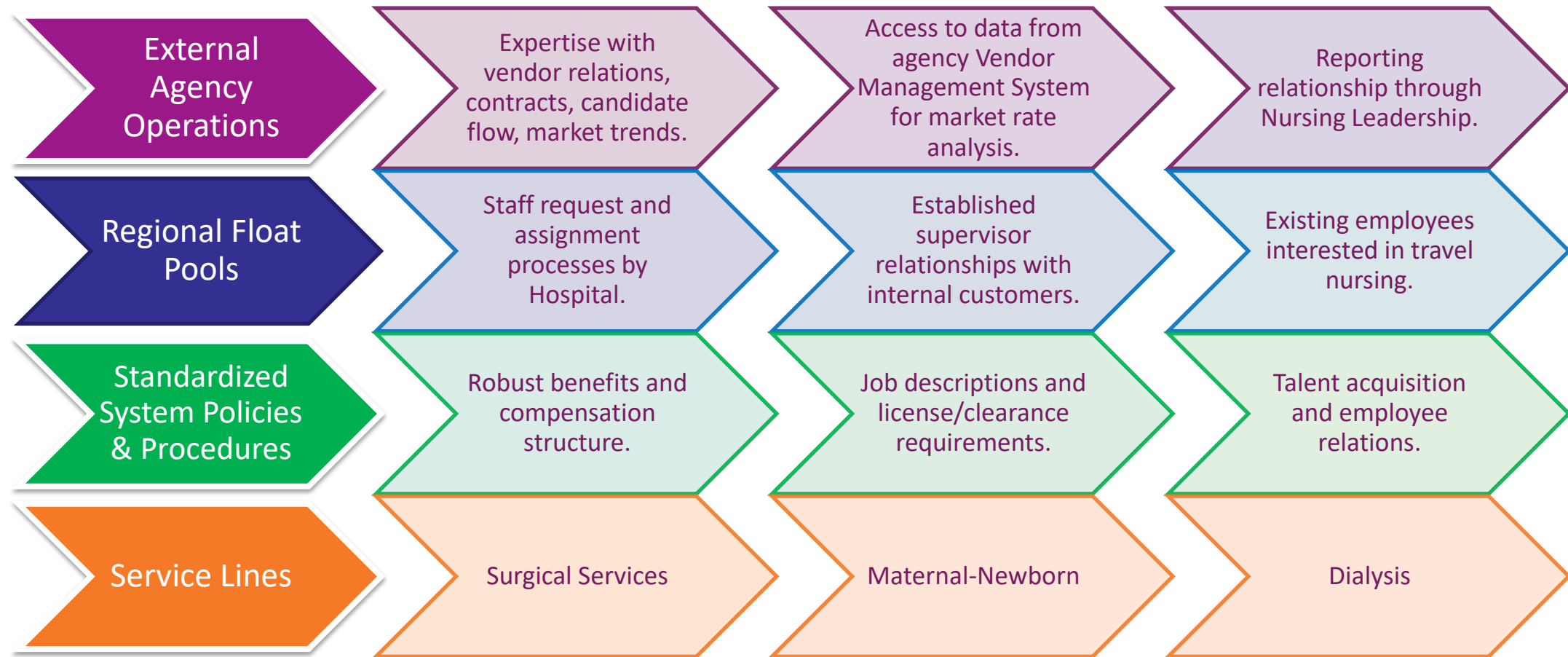
Respond to comments from UPMC nurses to align wages with external agency nurse rates.

Provide opportunity for agency-like career path while maintaining robust medical and tuition benefits.

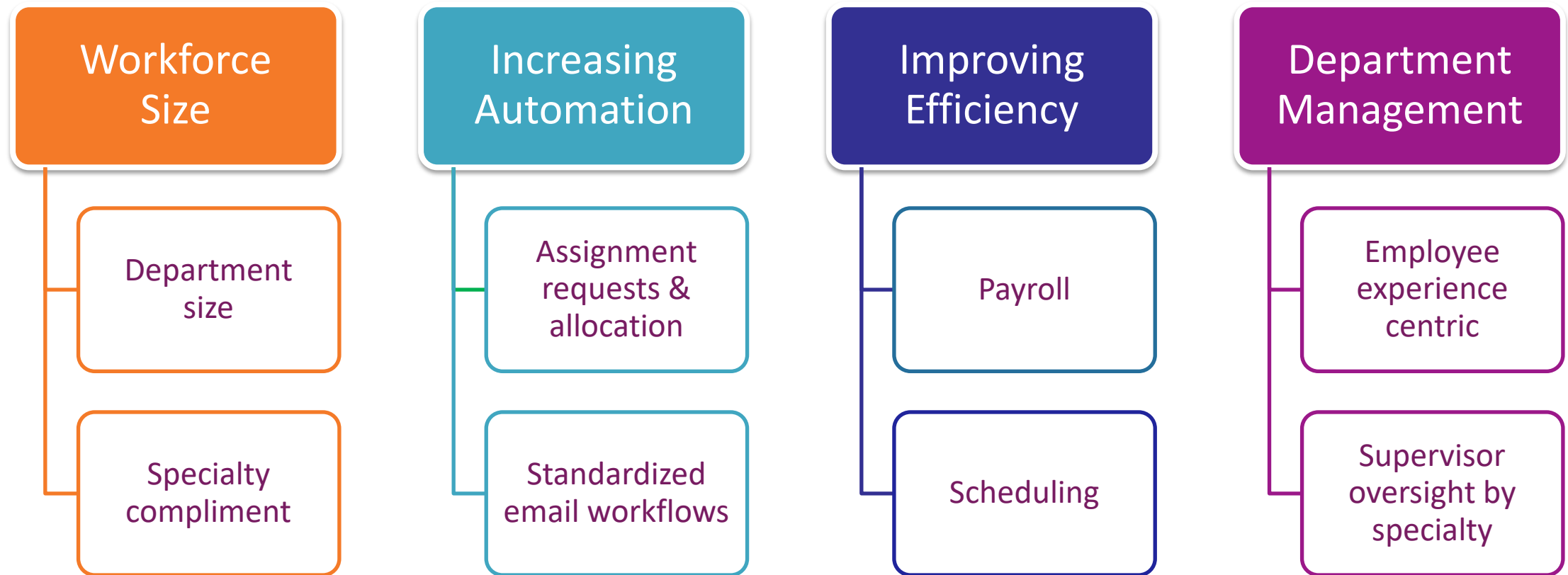
# UPMC Travel Staffing Workgroups and Key Partners



# Leveraging Existing UPMC Infrastructure and Standardized Operations



# UPMC Travel Staffing Operational Considerations



# UPMC Travel Staffing: Program Overview

- RNs and STs
- Full time (36 hrs/week)
- 1 year of experience.
- Dual state licensure
- Deployment to any UPMC facility based on vacancy, volume, and growth
- Rotating shifts including holidays

## Operations



- 6-week assignment length.
- Travel allowance (lodging, meals, incidentals) for assignments greater than 60 miles
- Paid drive time for 1 round trip to and from assignment

## Travel

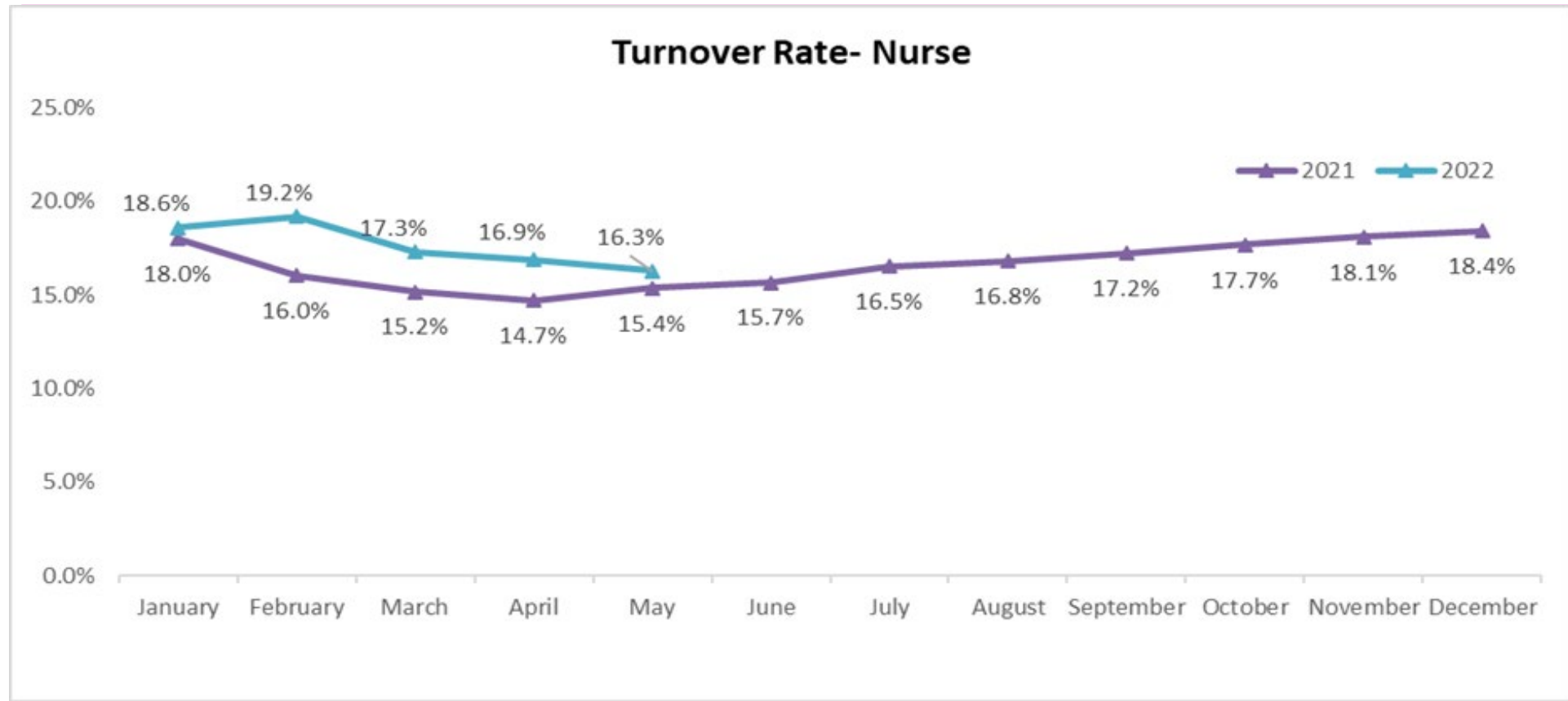


- Hourly rate market competitive with pre-pandemic external agency rates
- Full benefits package
- Eligible for OT after 40 hours, shift differential and charge nurse differential
- Sign on bonus

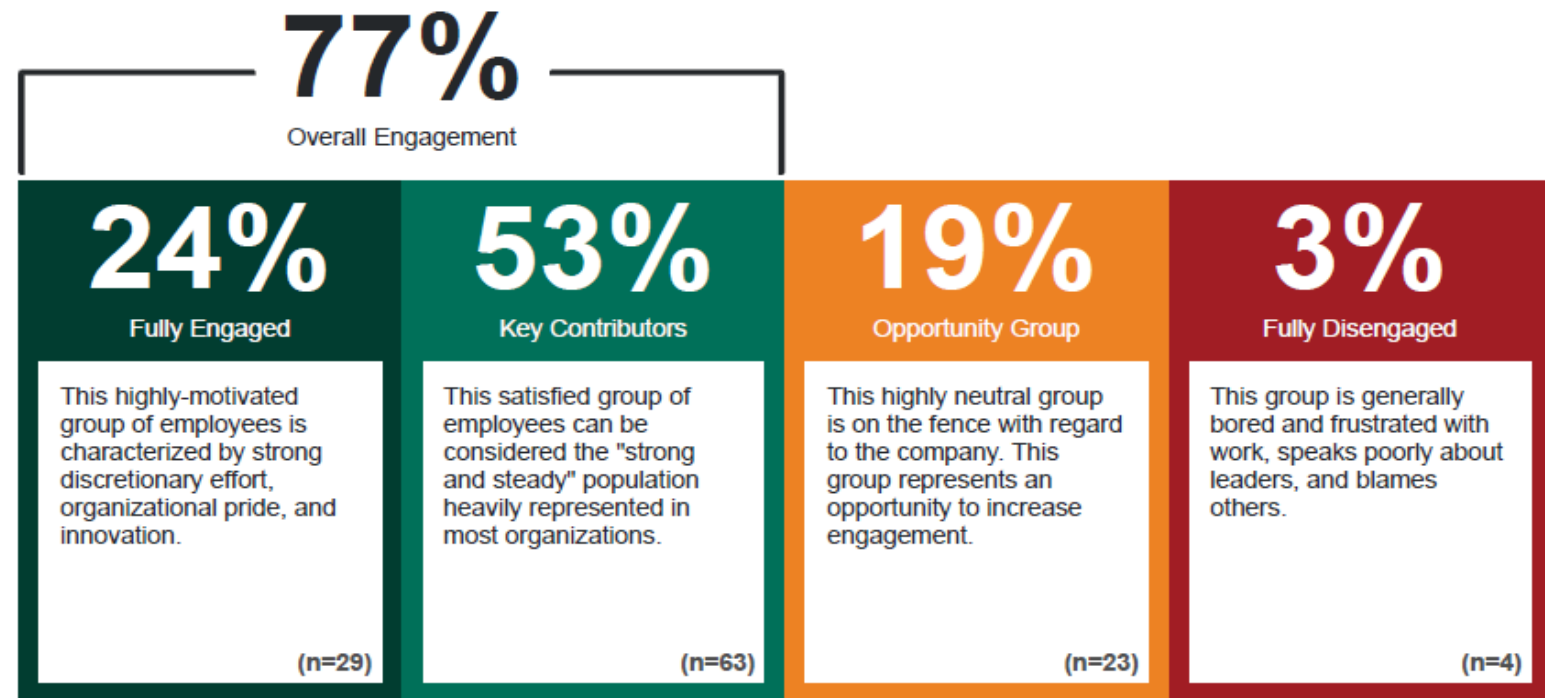
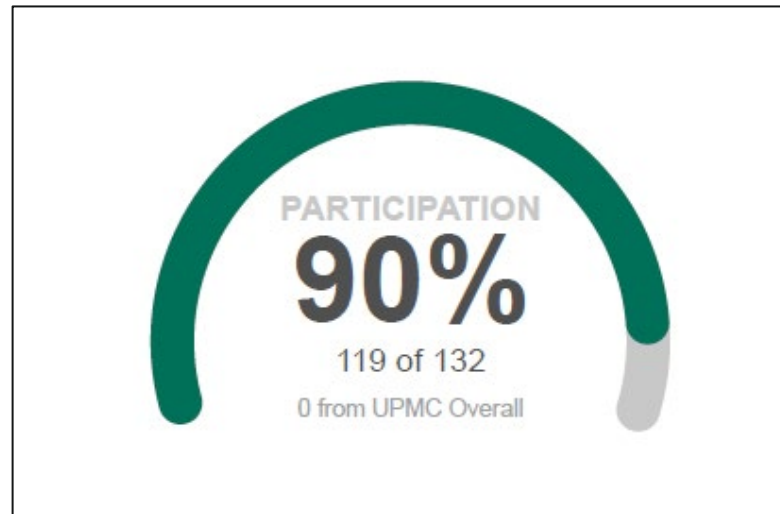
## Compensation



# The Great Attraction 2022: Measuring Success



# Celebrating Wins: 2022 UPMC Travel Staffing Employee Engagement





# Lessons Learned



Standardized messaging and use of templates for clear and consistent communication.



Personalized concierge experience for applicants and internal local leadership.



Delineation of UPMC Travel Staffing employed staff versus external contracted staff.



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# QUESTIONS?

[AskTravelStaffing@upmc.edu](mailto:AskTravelStaffing@upmc.edu)

# QUESTION & ANSWER SESSION

## Spread the word!

- Slides and recording will be available on [PaActionCoalition.org](https://PaActionCoalition.org)
- Share the “Strategies to Increase Nursing Workforce Retention” Toolkit with your colleagues
- Follow the PA-AC on social media:
  - Facebook: [PaActionCoalition](https://www.facebook.com/PaActionCoalition)
  - Twitter: [PaAction](https://twitter.com/PaAction)
- Reach out to [jhorn@phmc.org](mailto:jhorn@phmc.org) with any questions
- Join us for our next Webinar Series: “Nurses Advancing Medication Safety in Pennsylvania” with the Patient Safety Authority

# Strategies to Increase Nursing Workforce Retention Toolkit

Thank you to our **Nursing Stress, Resiliency, and Retention Task Force** for compiling best practices to address challenges the nursing workforce faces.

**Excelsa Health**

**Pennsylvania Action Coalition**

**University of Pittsburgh School of Nursing**

**Geisinger**

**National Nurse-Led Care Consortium**

**Drexel University College of Nursing and Health**

**Professions**

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**Association**

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**Independence Blue Cross Foundation**

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**National Association of Hispanic Nurses**

**Main Line Health**

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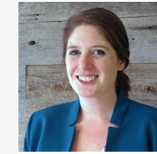
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# THANK YOU TO THE PA ACTION COALITION & NATIONAL NURSE-LED CARE CONSORTIUM

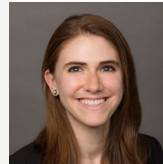
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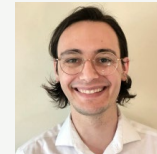
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## Upcoming Webinar Series:

# “Nurses Advancing Medication Safety in Pennsylvania”

*September 29, October 6 & October 13  
from 2:00-3:00 PM EST*

The Nurses Advancing Medication Safety in Pennsylvania webinar series is produced by the Pennsylvania Action Coalition (PA-AC), in partnership with the Patient Safety Authority.



**REGISTER HERE**